

# DRAFT – FOR DISCUSSION PURPOSES ONLY

## MEMORANDUM OF UNDERSTANDING BETWEEN THE COUNCIL ON POSTSECONDARY EDUCATION

AND

[THE INSTITUTION]

The *Kentucky Postsecondary Education Improvement Act of 1997* (HB 1) directs the Commonwealth to achieve a “standard of living or quality of life that meets or exceeds the national average” by the year 2020. The Act establishes six long-term goals for the postsecondary system, which will only be achieved through “increased educational attainment at all levels.” Raising the state’s educational attainment will have a direct, positive effect on the material well being of Kentucky’s people and communities, and will increase the Commonwealth’s ability to compete in the 21<sup>st</sup> century global economy.

The HB 1 goal for [the Institution] states that by 2020, the Commonwealth shall have [*insert appropriate HB 1 goal*]:

*“Regional universities, with at least one nationally recognized program of distinction or one nationally recognized applied research program, working cooperatively with other postsecondary institutions to assure statewide access to baccalaureate and master’s degrees of a quality at or above the national average.”*

The Council developed a Strategic Agenda for 2011-15 to identify specific short-term objectives in furtherance of the long-term goals established in postsecondary reform legislation (e.g., HB 1 (1997), SB 1 (2000), SB 1 (2009), etc.). This Strategic Agenda includes a common set of performance metrics that monitor progress in such areas as college readiness, student success, research and economic competitiveness, and efficiency and innovation. The Council negotiated performance targets with [the Institution] for 2014-15, to be reviewed annually.

The Strategic Agenda serves as a guide for institutional plans and missions. Institution Boards shall approve and implement strategic plans that are developed in coordination with local employers, civic leaders, campus constituents, and other postsecondary institutions in the region and consistent with the Strategic Agenda. In addition, Boards shall periodically evaluate the institution’s progress in implementing its missions, goals, and objectives to conform to the strategic agenda and make sure that budget, planning, and implementation processes are consistent with the adopted strategic agenda.

This memorandum of understanding is designed to strengthen the commitment between the Council and [Institution] to uphold their respective roles and responsibilities in improving postsecondary performance and bettering the lives of Kentucky’s people and communities.

Therefore, the Council on Postsecondary Education and the state’s public postsecondary institutions hereby agree to abide by the terms of this “Memorandum of Understanding,” which is by and between the Council on Postsecondary Education (the “Council”) and [the Institution] for the period beginning July 1, 2011, and ending June 30, 2015. Upon signing this agreement, the parties will be held accountable for the following:

# **DRAFT – FOR DISCUSSION PURPOSES ONLY**

## **Section 1 – General Responsibilities of the Council:**

1. The Council will advocate for funding that is adequate and consistent for institutions to meet their negotiated performance targets. Additional investments in state appropriations, tuition revenue, state financial aid, and capital will be required to achieve the long-term postsecondary and adult education reform goals.
2. The Council shall seek and assist institutions in seeking where desirable new Federal, state, corporate, and foundation resources to assist the system in achieving the postsecondary education reform goals, as well as provide incentives and resources through such mechanisms such as the incentive trust funds and other strategic funding programs.
3. The Council will implement and support initiatives that promote college access and success and articulate the value of postsecondary education to all Kentuckians, especially to those individuals who have been traditionally underserved, such as low-income, minority, rural, or working-age adults. Examples include continuation of the GoHigherKY.org website, the Go Higher public access campaign, and GEAR UP Kentucky, as well as the development and promotion of new financial aid programs and resources.
4. The Council shall regularly report on the institutions' progress in meeting performance targets the Governor, the General Assembly, the general public, and other interested parties and stakeholders in the process. Changes to the terms of this agreement shall only be made by the Council, in consultation with [the Institution], based on a review of such circumstances as inadequate funding, failure to meet targets, or any other unforeseen or external factor judged to substantially affect the institution's ability to carry out the terms of the agreement.

## **Section 2—General Responsibilities of the Institution**

1. To assist the Commonwealth in creating a standard of living and quality of life comparable to the national average by the year 2020, [the Institution] acknowledges the pace of improvement must intensify. [The Institution] thus agrees to be held accountable for any performance targets established by this agreement, the Council's key performance metrics, and [the Institution's] strategic plan. [The Institution] pledges to implement, to the best of its ability, the necessary actions and efforts to enable performance targets and institutional strategic goals to be met. This includes, but is not limited to, improvements in college readiness, undergraduate advising, transfer, retention, and other factors directly affecting student persistence and completion.
2. [the Institution] agrees to transparent and effective with its resources and collaborate where possible with other postsecondary education institutions in order graduate more students, produce higher impact research and community outreach, at a higher quality, and at a lower costs to students and the Commonwealth.
3. [The institution] agrees to submit all data and information requests to the Council in a timely manner, and testifies that the information provided is accurate and complete to the best of its knowledge and ability.

## DRAFT – FOR DISCUSSION PURPOSES ONLY

4. In the event performance targets are not met, [the institution] agrees to cooperate in good faith with the Council by taking any corrective measures deemed necessary to improve performance, and collaborating with the Council to determine what, if any, changes to the original agreement are warranted.
5. Because the number of college ready students helps determine [the Institution's] ability to attract and produce future bachelor's degree holders, [The institution] will be held accountable for the following college readiness targets:

	2010	2011	2012	2013	2014	2015
College-Ready Students						

6. Because the effectiveness of K-12 teachers is critical to increasing the number of college ready students, [the institution] will be held accountable for better preparing new teachers by achieving the following targets:

	2010	2011	2012	2013	2014	2015
Average Score on Praxis II						

7. Because bachelor's degree production figures prominently in the state's educational attainment goals and increases both intellectual and economic capacity, [the Institution] will be held accountable for the following degree targets:

	2010	2011	2012	2013	2014	2015
Bachelor's Degrees						

8. Because increasing transfers expands the pipeline of potential baccalaureate graduates; maximizes statewide transfer agreements and other frameworks simplifying the transfer process; and makes a four-year degree more affordable and accessible, [the Institution] will be held accountable for the following transfer targets:

	2010	2011	2012	2013	2014	2015
Transfers from KCTCS						

For the purposes of this agreement, transfers are measured by the total number of first-time instate transfers from KCTCS to public, in-state institutions during the fall, spring, and summer semesters.

## DRAFT – FOR DISCUSSION PURPOSES ONLY

9. Because six-year graduation rate is a widely used measure of institutional effectiveness and allows comparisons to benchmark states, [the Institution] will be held accountable for the following graduation rate targets:

	2010	2011	2012	2013	2014	2015
Six-Year Graduation Rates						

For the purposes of this agreement, graduation rate is measured by the percentage of full-time, baccalaureate degree-seeking students who graduate within six years. The graduation rate is calculated at the end of the academic year based on the cohort matriculating in the summer or fall six year earlier.

10. Because increasing the quality of the student experience is critical to improving student outcomes, [the Institution] will be held accountable for the following NSSE targets:

	2009	2012	2015
NSSE Benchmark Scores			

For the purposes of this agreement, NSSE benchmark scores are generated for first-year students and seniors related to academic challenge, active and collaborative learning, student-faculty interaction, enriching educational experience, and supportive campus environment.

11. Because extramural research and development expenditures are vital in meeting the state's long-term research and economic development goals, [the Institution] will be held accountable for the following targets:

	2010	2011	2012	2013	2014	2015
Extramural R&D Expenditures						

For the purposes of this agreement, extramural funding includes all federal, state, local, corporate, and foundation sources and excludes only institutionally funded research and development.

12. Because educational attainment is the key driver to increased economic development and improvements in quality of life, [the Institution] will be held accountable for the following targets for its service region:

	2010	2011	2012	2013	2014	2015
Educational Attainment						

For the purposes of this agreement, educational attainment is the percent of population (25-44) with at least an associate degree.

## DRAFT – FOR DISCUSSION PURPOSES ONLY

13. Because the production of degrees and credential in knowledge-based workers is critical to economic growth and new job creation, [the Institution] will be held accountable for the following targets:

	2010	2011	2012	2013	2014	2015
Knowledge-Based Degrees and Credentials						

For the purposes of this agreement, knowledge-based degrees and credentials are defined as STEM degrees.

14. Because financial resources will continue to be constrained, institutional productivity and efficiency become more important to achieving state and institutional reform goals, [the Institution] will be held accountable for the following targets:

	2010	2011	2012	2013	2014	2015
Bachelor's Degrees per 100 UG FTE						

For the purposes of this agreement, productivity is defined by the number of bachelor's degrees produced for every 100 undergraduate full-time equivalent students.

	2010	2011	2012	2013	2014	2015
Education and Related Spending per Completion						

For the purposes of this agreement, education and related spending per completion is defined as spending (instruction, student services, and the instructional share of academic support, operations and maintenance, and institutional support) per completion (all degrees).

15. Institution-Specific Targets

(To be determined)

# DRAFT – FOR DISCUSSION PURPOSES ONLY

## Section 8—Performance Reviews

1. Institutional performance reviews will be conducted annually and will involve CPE and campus presidents and board members, and others as appropriate.
2. The Council shall recommend, in consultation with the institution, the creation of a plan or actions to remedy performance deficiencies or adjust performance targets. The Council will approve and monitor any plan or action arising from this circumstance.
3. Other actions/consequences (For discussion/To be determined).
4. [The institution] agrees to respond promptly to any requests related to an inability to fulfill the terms of this memorandum of understanding and to cooperate with the Council in identifying and implementing any corrective measures deemed to be necessary and appropriate.

## Section 9 – Signatures

\_\_\_\_\_  
President, [the Institution]

\_\_\_\_\_  
Date

\_\_\_\_\_  
President, Council on Postsecondary Education

\_\_\_\_\_  
Date